

# Strategic Plan 2010

## Wilmington Police Department

*"Planning For Excellence"*



Wilmington Police Department  
Wilmington, North Carolina

## Acknowledgements

Wilmington Police Department  
Strategic Plan 2010  
April 2006

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## Table of Contents

Purpose Statement	p. 5
Executive Summary	p. 6
Trends	p. 7-8
Strategic Plan Survey Results	p. 9-12
Goals	
Technology Enhancements	p. 13
Mobile Computer Terminals/Line-up Briefings	
Automatic Vehicle Locator (AVL)	
Air Cards	
Digital, Portable & Mobile Radios	
On-line Reporting/Retrieval	
Crime Deterrents	p. 18
Reduction in Juvenile Crime	
Community Services to Mentally Ill/Homeless	
Enhance Political Partnership (s)	
Establish an Intelligence Unit	

## Table of Contents (cont.)

### Communications Internal/External p. 22

Partnership with the Community

Enhance Internal/External Communications

Utilizing Internal Information Network via TV monitors

### Enhance Police Department Efficiency p. 25

Reduction of False Alarms

Reduction of Police Responses to Minor Calls

Recruitment of Diverse Workforce

Police Officer Retention

Modernize Field Training Program

Expand Volunteer Efforts

Southeastern NC Airborne Law Enforcement Unit  
(SABLE)

Accreditation

Civilianize Crime Scene Investigation Unit

### New Facilities p. 35

Headquarters Transition

Police Range

### Decentralized Operations p. 37

Southeast Command

## *Purpose Statement*

*“To maintain a consistent  
policing philosophy of  
partnership(s) with the  
community, to prevent crime  
and enhance the  
quality-of-life.”*

### Executive Summary

The City of Wilmington is a vibrant, diverse and ever-growing community. With this growth comes complex quality-of-life issues. The Wilmington Police Department is challenged daily to provide the best quality service to our citizens. The Police Department developed Strategic Plan 2010 as a blue-print to guide the agency towards enhancing service delivery and to launch the department into a new era of policing.

The City of Wilmington deserves an efficient and effective police department with modern crime fighting strategies and equipment. The agency recognized the need for change in policing philosophy and modernization. A team composed of personnel representing all Divisions of the Department developed goals and objectives outlined in the document. A survey was developed by the team, which was distributed to all department personnel. Approximately 60% of the personnel responded to the survey. Strategic Plan 2010 provides clear goals and objectives for changing our philosophy and improving the quality-of-service for our community. The key goals identified were **Technology Enhancements, Crime Deterrents, Internal and External Communications, Enhancement of Police Department Efficiency, Transition Planning and Decentralized Operations.**

The *Strategic Plan 2010* is a working document and objectives may change along the way; however, the goal of delivering excellent police service to our community will never change.

## Strategic Plan 2010

### Trends

Effective strategic planning should include an analysis of environmental factors and trends. A number of factors will significantly impact the Department and its ability to accomplish its mission.

#### Population

Demographic changes may have a major impact on workload and staffing needs. Between 2000 and 2005, the population of Wilmington grew 20.4% from 76,307 to 95,855. With this growth, the number of licensed drivers, registered vehicles and traffic increased proportionally. The projected population growth of Wilmington over the next five years is 5.8%, from 95,855 to 101,746.

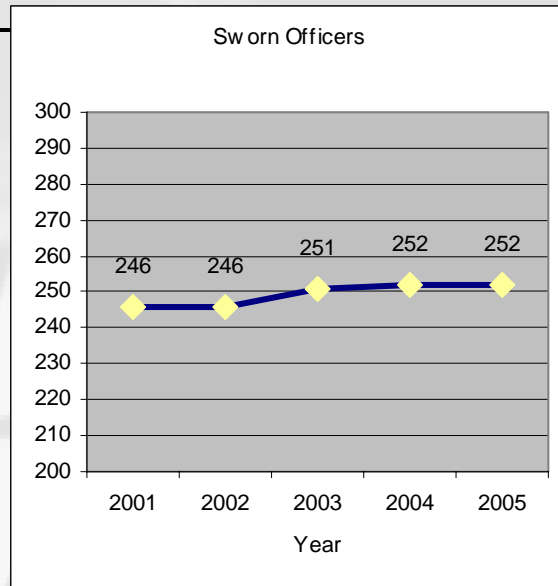
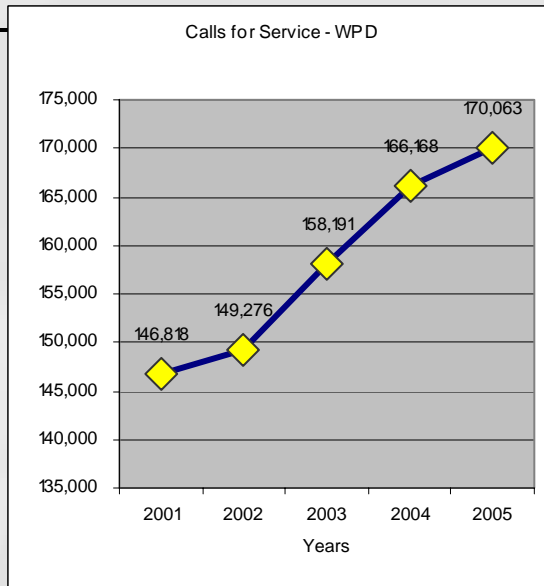
Other demographic changes that may also impact the Department and its operations. In 2000, the Hispanic population accounted for 2.6% of the total population. Ten years later, the Hispanic population is expected to account for 4.54% of the population. Many of these persons do not speak English. The Department will need to prepare itself to provide law enforcement service to this growing population.

The aging of the Baby Boom generation will create new challenges for the Department. As the elderly population increases, elder abuse and other crimes against the elderly will almost certainly increase. Older drivers may also present problems for the law enforcement community. The moderate climate of the Wilmington region has made this area an attractive location to resettle for many of this generation.

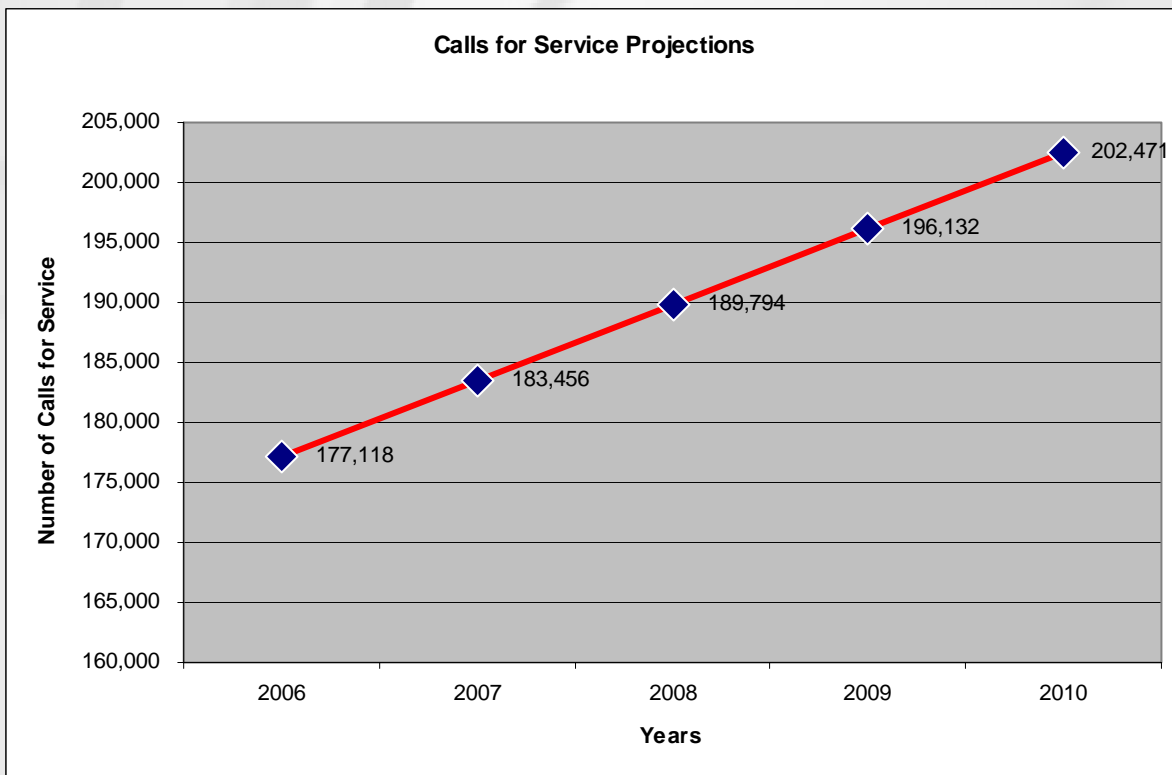
#### Workload

With the increased population growth comes an increase in the Department's workload. The following is a breakdown of the Department's calls for service over the last five years and projected into the next five years. In 2001, the Department responded to 146,818 calls-for-service and by 2005 that number had increased by 13.6% to 170,063. During this same period of time the sworn officer levels only increased from 246 to 252, a 2.5% increase. By 2010, it is projected that calls-for-service will increase by an additional 11.9% to 202,471.

# Strategic Plan 2010



(Calls for service projections)



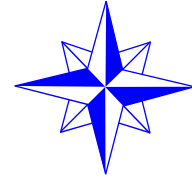


## 2010 Strategic Planning

# Survey

Wilmington Police Department

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All Employees

Spring 2006



## 2010 Strategic Planning Survey Results

1. Would you elect to decentralize all or some Police Operations?

- A) **Yes (69.46%)**
- B) No (30.54%)

2. In an effort to streamline internal communications to better deliver police services, which of the following should be employed by the WPD?

- A) Use of Traditional Briefings/Line-ups (25.15%)
- B) Use of “real-time” hot sheet linked to all Computers/MDT’s, etc & Traditional Briefings (48.50%)**
- C) Use of “Virtual” Roll calls (in car) only (19.16%)
- D) Other (7.19%)

3. What do you believe to be the number one problem in your community?

- A) Traffic (23.35%)
- B) Drugs (48.50%)**
- C) Homelessness (7.19%)
- D) Theft (15.57%)
- E) Violent Crime (5.39%)

4. What do you believe to be the most effective response in regard to the number of traffic crashes?

- A) Stiffer Penalties for moving violations (26.35%)**
- B) Issue more tickets (4.79%)
- C) Enhance the traffic unit manpower (18.56%)
- D) Install more cameras at intersections (23.95%)
- E) Other (26.35% Redesign certain sections of road)

5. What do you believe would be the most effective way to address illegal drug use and sales?

- A) Enhance manpower on Narcotics and POPS units (25.75%)
- B) Stiffer penalties (mandatory jail time) (52.10%)**
- C) Treatment and Rehabilitation (14.37%)
- D) Criminal Intelligence Unit (7.78%)

## 2010 Strategic Planning Survey Results cont.

6. What do you believe to be the most effective way to resolve the homelessness situation?

- A) Rehabilitation (10.78%)
- B) Zero tolerance (arrest) (32.93%)**
- C) Develop a homelessness unit (27.54%)
- D) Other (28.75% Export them to other localities)

7. What do you believe to be the most effective way to communicate with the public?

- A) Media/Government TV (38.92%)**
- B) Community Meetings (14.97%)
- C) Officer contact during neighborhood patrols (28.14%)
- D) Internet/Website (13.78%)
- E) Other (4.19%)

8. Do we need to set limits on certain crimes when considering a police response (i.e. gas larceny)?

- A) Yes (92.22%)**
- B) No (7.78%)

9. Which crime would benefit from this strategy?

- A) Misdemeanor Fraud (2.99%)
- B) Misdemeanor Larceny (30.54%)
- C) Misdemeanor Property Damage (6.59%)
- D) False Alarms (34.73%)**
- Combination of False Alarms and Misdemeanor Larceny (25.15%)**

10. In your opinion, which of the following strategies is the most effective way of policing the City of Wilmington as a whole?

- A) Traditional (call-response) (16.17%)
- B) Problem-Oriented/Community Policing (34.73%)
- C) Geographic/Precinct model (35.93%)**
- D) Other (Intelligence Lead Policing 13.18%)

## 2010 Strategic Planning Survey Results cont.

11. Please identify the training, equipment and/or technology needed that will enhance your job performance, skill and abilities.

- A) Firearms Training (7.78%)
- B) Personal Protection (7.78%)
- C) Tactical Driving Strategies (3.59%)
- D) PR 24/ASP Training (1.20%)
- E) **Mobile Field Reporting (9.58%)**
- F) Crime Scene Investigations (4.30%)
- G) Other, please specify (Spanish 7.19%)
- .
- Combination of Firearms, Personal Protection, and Mobile Field Reporting (34%)
- .
- Combination of Personal Protection and Tactical Driving Strategies (20.58%)
- .
- Other Combinations (4.00%)

## Strategic Plan 2010—Goal 1

### Technology Enhancements

#### *Objective: 1.0*

#### **Mobile Computer Terminals (MCTs)/ Line-up Briefings**

**Long Term Goal (3-5 years):** Time consuming roll-calls can be reduced by allowing officers to receive valuable briefing materials via MCTs, thereby placing officers on the streets in a more timely manner. By placing officers on the streets faster, citizens will receive a faster response time to calls for service. Information to officers will be distributed instantly and will provide an easier tracking method for information.

***Implementation:*** In order to implement this objective, air-cards and additional technology will be needed. The Strategic Planning Team estimates at least three to five years before technology and equipment are in-place to implement this objective.

***Projected Cost & Personnel:*** Minimum \$10,000

#### ***Measurability Factors:***

- Time spent in roll-calls
- Response time of officers at the beginning of shifts
- Number of calls handled





## Strategic Plan 2010—Goal 1

### Technology Enhancements

#### *Objective 1.1*

### **Automatic Vehicle Locator (AVL)**

**Long-Term Goal (3-5 years):** AVL using Global Satellite Positioning (GPS) offers additional functionality to the mobile software used by the department. The Track mode on the map will show a moving map display that will pin-point the unit's position and the closest unit will be dispatched to emergency calls. The map will also show the approximate location to within six feet and heading of that unit as long as it has a good signal. A "snapshot" of all AVL enabled units can be accessed with the click of one button.

Because the information is so vital, the current locations (AVL coordinates) are embedded in all messages sent from MCT back to the 911 Center. This will reduce response time to citizen calls for service, provide better customer service, and improve officer safety.

***Implementation:*** This objective is based upon a multi-agency response. The county and other agencies are amenable to the concept and are currently seeking funding sources to aid in their start-up cost.

***Projected Cost & Estimated Personnel:*** Start-up costs \$51,902. Additional funding will be needed during the first phase.

#### ***Measurability Factors:***

- Officer response time
- Officer safety data



## Strategic Plan 2010—Goal 1

# Technology Enhancements

### Objective 1.2

## Air Cards

**Short Term Goal (1-6 months):** Wireless air cards will replace current modems that officers utilize for reporting. Air Cards will dramatically improve the speed and accuracy of the mobile officer's reporting capabilities.

Presently, officers have the ability to run driver's license and vehicle registration checks, along with other Division of Criminal Information (DCI) functions from their vehicles. The modems are inadequate to transmit current data for mobile field reporting reliably. These reports sometimes come across incomplete due to inadequate bandwidth and have to be re-sent by the officers causing a significant delay and/or loss of reports to supervisors, the records section and the public.

#### **Air Cards (proposed)**

- Operates on National Network
- Vendor maintains towers
- No professional installation required
- Cards can be replaced over-night
- Increased overall cost
- Operates around 100kbs

#### **Radio Modem (current)**

- Operates on State Network
- State maintains towers
- Requires professional installation
- Long repair time
- Lower overall cost
- Operates, transmit & receive 8kbs

***Implementation:*** The Department is currently testing MCT's with the new air cards.

***Projected Cost & Estimated Personnel:*** Initial funding cost for the Air Card program is \$81,600 per year for 170 vehicles at \$480 each.

#### ***Measurability Factors:***

- Data transmission speed
- Number of reports required to be resent

## Strategic Plan 2010—Goal 1

# Technology Enhancements

### *Objective: 1.3*

## **Digital, Portable & Mobile Radios (mandated)**

**Long-Term: (3-5 years):** As part of the City's Capital Improvement Program and the Federal Government's Homeland Security Initiative, the Wilmington Police Department must join the entire county in enhancing its 911 communications through the change from analog to digital technology.

***Implementation:*** During the next three to five years the Wilmington Police Department must purchase new digital, portable & mobile radios

***Projected Cost & Estimated Personnel:*** Start-up costs \$460,000. Overall estimated cost, \$1.2 million.

### ***Measurability Factors:***

- Officer satisfaction
- Repair costs
- Interagency communication





## Strategic Plan 2010—Goal 1

# Technology Enhancements

*Objective: 1.4*

## On-Line Reporting/ Retrieval

**Short-term (1-2 years):** On-line Reporting/Retrieval is an opportunity to provide better customer service to the citizens we serve. By providing access to on-line reporting systems, victims of crime will be able to file minor reports from their personal computers. This enhancement will also provide victims, insurance companies and the news media access to copies of police reports. This may also have the potential to increase the number of misdemeanor crime reports.

***Implementation:*** Support Staff are currently working to implement the use of P2Citizens software.

***Projected Cost & Estimated Personnel:*** Minimum \$15,000

***Measurability Factors:***

- Timeliness of citizens receiving incident reports
- Number of photocopies of reports requested by general public.
- Citizen survey



## Strategic Plan 2010—Goal 2

### Crime Deterrents

#### *Objective: 2.0*

#### **Reduction In Juvenile Crime**

**Long-term (3-5 years):** In an effort to address the mounting juvenile crime concerns in our community. We will examine over the next 3 to 5 years several strategies to reduce juvenile crime. The following are a list of recommended strategies developed by the Strategic Planning Team.

- Evaluate the use of city-wide curfews
- Promote and create after-school activities via grant funds
- Create a Truancy Officer position
- Expand partnerships with New Hanover County Schools
- Expand gang reduction initiatives

***Implementation:*** The implementation of these strategies are contingent upon future funding, personnel and multi-agency participation. The department is currently seeking grant funds to train our personnel in gang awareness. During the next three years, the department will evaluate the above mentioned strategies with area agencies directly impacted.

***Projected Cost & Estimated Personnel:*** Minimum \$15,000 and two additional sworn officers positions.

#### ***Measurability Factors:***

- Juvenile crime involvement
- Attendance at juvenile related activities
- Truancy rate
- Gang activity with juvenile involvement



## Strategic Plan 2010—Goal 2

### Crime Deterrents

#### *Objective 2.1*

#### **Community Services for Mentally Challenged and Homeless**

**Long-term (3-5 years):** The 2006 Homeless Point-in-Time Survey results indicate a steady rise in the number of mentally ill and homeless individuals who are served in New Hanover County. Among that rising number are a growing number of individuals who commit both misdemeanor and felony crimes. Law Enforcement Officers are often called upon to resolve issues involving mentally challenged and homeless individuals.

The following strategies were recommended to address the issues affiliated with the growing mentally challenged and homeless populations:

- Create a Homeless Unit
- Create a partnership with area homeless shelters
- Establish partnerships with mental health agencies
- Review shelter log-in sheets for wanted individuals

***Implementation:*** The implementation of these strategies are contingent upon future funding, personnel and multi-agency participation. The department will work during the next three years to meet and evaluate the above mentioned strategies with area agencies who will be directly impacted.

***Projected Cost & Estimated Personnel:*** One sworn and one civilian position.

#### ***Measurability Factors:***

- Arrests among homeless individuals
- Number of referrals for homeless individuals

## Strategic Plan 2010—Goal 2

### Crime Deterrents

#### *Objective 2.2*

#### **Enhance Political Partnership(s)**

**Short-term (1-2 years):** Establish a dialogue with local, state and federal public officials to enhance and create laws and that affect the agency and community.

***Implementation:*** Continual efforts are made to contact local, state and federal public officials.

***Projected Cost & Estimated Personnel:*** None

#### ***Measurability Factors:***

- Number of bills supported by the Department
- Support from political officials



## Strategic Plan 2010—Goal 2

### Crime Deterrents

#### Objective 2.3

#### Establish Intelligence Unit

**Short-term (1-2 years):** This unit will collect essential crime and intelligence data, both internally and externally. This data will then be analyzed and disseminated for crime prevention, criminal investigations, nuisance abatement procedures, homeland security intelligence and state/federal prosecution. The Intelligence Unit will maintain a highly sensitive database containing essential criminal information.

**Implementation:** Efforts are already underway to develop an Intelligence Unit. The Department has one Nationally Certified Analyst on-board. Two currently authorized sworn positions will be transferred into the unit to conduct follow-up investigations, as needed. The goal is to hire an additional analyst and provide the needed training for national certification. A proposal was submitted during the 06-07 budget preparations for one new analyst position. The Intelligence Unit will operate out of the Criminal Investigations Division.

**Projected Cost & Estimated Personnel:** Estimated cost for software and equipment is \$75,000. One Crime Analyst position.

#### Measurability Factors:

- Intelligence data collected
- Case clearance rates



## Strategic Plan 2010—Goal 3

### Communications Internal/External

#### *Objective: 3.0*

#### **Partnership with the Community**

**Short-term (1-2 years):** Establishing partnerships with the community is an on-going goal. Through dialogue, community meetings, and volunteer participation the department will build positive partnerships with the community. The Strategic Planning Team recommended the following strategies;

- Expand the function of community watch groups to include police volunteer training, Citizen and Jr. Police Academies
- Hold community meetings on-site at the new police headquarters
- Encourage citizens to ride-a-long with officers
- Expand information on the web-page
- Produce and create a departmental news broadcasts

***Implementation:*** The first four strategies are currently being implemented. With the help of the Crime Prevention Unit and Volunteer Coordinator the department is re-designing community watch to include volunteer training. Citizen Police Academies as well and community meetings will be held at the new headquarters. Enhancing web information will occur within the next 3 to 4 months. The additional strategy to produce a departmental broadcast is being researched and could take up to 2 years before any implementation.

***Projected Cost & Estimated Personnel:*** Total equipment cost \$ 100,000. One civilian public affairs position.

#### ***Measurability Factors:***

- Number of community watch organizations
- Number of volunteers
- Number of community meetings
- Citizen survey

## Strategic Plan 2010—Goal 3

### Communications Internal/External

#### *Objective: 3.1*

#### **Enhanced Internal/External Communications**

**Short-term (1-2 years):** The Wilmington Police Department must continue establishing a network wherein citizens and personnel feel comfortable sharing information and concerns. Strategies recommended to accomplish this objective are:

- Expand community crime chats by Chief of Police and Command Staff
- Expand printed and audio/video information to the general public
- Maintain accessibility with the community at all levels of the agency. (i.e., 1-800 numbers, emails and crime bulletins)
- Continue Vertical Staff meetings and “Ask The Chief Box”
- Institute “Spend A Day With The Chief” opportunities for employees

***Implementation:*** Many of the strategies outlined are currently underway, however newer initiatives need more research and assigned personnel.

***Projected Cost & Estimated Personnel:*** Local advertising costs are competitive and would cost the agency an estimated \$5,000 to \$6,000 per year in order to reach a diverse and expansive market.

#### ***Measurability Factors:***

- Citizen surveys
- Number of community meetings
- Employee survey



Tired of Crime In Your  
Neighborhood?  
Let's Find A Solution  
Together.  
Community Meeting  
Tonight!

## Strategic Plan 2010—Goal 3

### Communications Internal/External

#### *Objective 3.2*

#### **Utilizing Internal Information Network via TV Monitors**

**Short-term (1-2 years):** Implementing an internal communications network within the Police Department is essential. By utilizing TV Monitors connected to an in-house information system throughout the new headquarters, employees and citizens will be able to receive real-time information via the internal TV network. Crime Bulletins, employee news, current events, videos and essential information will be posted on this network.

***Implementation:*** Plans are being drafted to include this technology for the new facility. It is estimated that this system could be implemented February of 2007.

***Projected Cost & Estimated Personnel:*** Minimum \$15,000.

#### ***Measurability Factors:***

- Employee survey





## Strategic Plan 2010—Goal 4

# Enhance Police Department Efficiency

### *Objective: 4.0*

#### **Reduction of False Alarms**

**Long-term Goal (3-5 years):** The yearly increase in false alarms throughout the City of Wilmington continues to place a great strain on patrol resources. Therefore, re-examining the City's current ordinance to include stiffer penalties for violators, a yearly registration requirement for alarm holders, and allocating funds for the administration of false alarms is essential. One additional option includes researching companies that out-source false alarm operations. These strategies will help to reduce police responses to false alarm calls, and increase the amount of time needed for pro-active patrols.

In 2005 Wilmington Police Officers responded to more than 10,000 alarm calls. Out of that number, less than 1% were found to be true alarm calls.

***Implementation:*** In order to implement these strategies there must be a buy-in from City Council and other City Departments. Therefore, a collaborative effort from the City's Staff and essential personnel is needed. During the next two years we will submit a proposal to re-examine the City's current False Alarm Ordinance, review any monetary penalties, and the hiring of an administrator to coordinate this effort.

***Projected Cost & Estimated Personnel:*** One Alarm Administrator . Total cost \$40,000.00.

#### ***Measurability Factors:***

- Number of false alarm responses
- Man-hours spent on alarm response

## Strategic Plan 2010—Goal 4

# Enhance Police Department Efficiency

### *Objective 4.1*

## **Reduction of Police Responses to Minor Calls**

**Short-term (2-3 years):** In order to reduce the number of minor calls taken by police we must find innovative ways to allow citizens the convenience and accessibility of the department without the response of a police officer. The department is currently working to enhance the Telephone Response Unit (TRU) to allow citizens to complete on-line reports. The TRU would review reports on-line to ensure legitimacy and assign a case number. This will reduce the number of minor calls for service and decrease the number of calls handled by patrol officers, allowing police officers to be more pro-active.

***Implementation:*** Software comparisons are being made to ensure the effectiveness of this project.

***Projected Cost & Estimated Personnel:*** Estimated cost of software \$15,000.00.

### ***Measurability Factors:***

- Number of calls handled by TRU
- Number of reports filed on-line.



## Strategic Plan 2010—Goal 4

# Enhance Police Department Efficiency

### *Objective 4.2*

#### **Recruitment of Diverse Workforce**

**Short and long-term:** According to population information obtained from the United States Census Bureau 2000 census, the Wilmington Police Department is below the national average in the recruitment of minority and female officers. The City of Wilmington is comprised of 22.4% African-American and 50.9% female residents. The Wilmington Police Department employs 12.8% African-American officers, while the national average is 20.1%. The Department employs 13.6% female officers, while the national average is 16.3%. In order to be a truly inclusive and effective agency, it is imperative that the department's workforce reflect the community it serves. While efforts to recruit a diverse workforce are ongoing, new and more aggressive strategies need to be explored.

***Implementation:*** The Department currently has a full-time recruiter and a Recruiting Team that aggressively target diverse candidates. A new advertising campaign has just begun in movie theaters in the region that will be evaluated for its effectiveness in increasing diverse candidates.

***Project cost & estimated personnel:*** Requested increase of \$10,000 in upcoming fiscal year advertising budget.

#### ***Measurability Factors:***

- Number of diverse candidates



## Strategic Plan 2010—Goal 4

# Enhance Police Department Efficiency

### *Objective 4.3*

#### **Police Officer Retention**

**Short-term (1-3 years):** The Department has been experiencing an unacceptable loss of experienced police officers over a number of years. This loss of personnel has left the agency shorthanded as the calls-for-service increase on a yearly basis. Failure to retain current experienced personnel leaves the Department in a permanent training mode and does not allow for adequate proactive policing in addressing quality-of-life issues.

***Implementation:*** The Department prepared and submitted a complete report and recommendations to address this issue to City Administrators.

***Projected cost & estimated personnel:*** Projected total cost is \$711,699

#### **Measurability factors:**

- Sworn turnover rate
- Employee survey



## Strategic Plan 2010—Goal 4

# Enhance Police Department Efficiency

### *Objective 4.4*

## **Modernize Field Training Program**

**Short-term (2-3 years):** The Police Training Officer Program (PTO) is a nationally recognized program for training new police officers. This new initiative incorporates problem solving policing into the training officer program. In addition, the training officer does not evaluate the trainee but rather the trainee is put with an evaluator at the halfway point and at the end of the 15 week program. This allows the training officer to be a coach and mentor rather than evaluator of the trainee.

The program is managed by a Program Coordinator that will work closely with the Patrol Division Commander to ensure the training is progressing. With this system, potential problems can be addressed early on in the training program rather than dealing with them at the end. The PTO program will enhance the quality of training.

***Implementation:*** In order to implement this initiative officers from within the Department need to be selected to participate as PTOs. These officers will need to complete a week long training course to be familiar with the program. New manuals will need to be compiled for the training officer and trainee.

***Projected Cost:*** \$1,000.

### ***Measurability Factors:***

- **Recruit retention**
- **Citizen survey**

## Strategic Plan 2010—Goal 4

# Enhance Police Department Efficiency

### *Objective 4.5*

## **Expand Volunteer Efforts**

**Short-term (1-2 years):** The Department has recently joined forces with the Country's largest law enforcement volunteer organization, Volunteers In Police Service (VIPS). By joining VIPS we are now linked with a nationwide network of volunteers who work in variety of areas in police departments across the country. The VIPS program provides us with valuable guidelines and resource information to administer a successful program.

We have now created and filled a Volunteer Coordinator position and began recruiting a diverse number of volunteers with special interests. Our Volunteer program will allow officers to focus on policing and enforcement functions by providing supplemental and/or support services. At the same time, this program will create valuable ties between law enforcement and members of the community. We are currently evaluating tasks within the agency that can be easily performed by volunteers. A meeting between representatives from each division has already produced a variety of volunteer job functions. By advertising with local retirement organizations, internship programs, and through the general media we are working to find the best candidates for these positions.

***Implementation:*** Implementing a full-fledge volunteer program is very time consuming. We are now using the services of a volunteer to over-see this task, however future demands will require a paid position to administer this project. The support of all department personnel is essential. Our volunteer expansion will include placing volunteers in the following roles:

- Conducting security surveys
- Speed checkers (run radar in areas with speed complaints)
- Finger-printing children
- Completing background checks for police applicants
- Directing traffic

## Strategic Plan 2010—Goal 4

# Enhance Police Department Efficiency

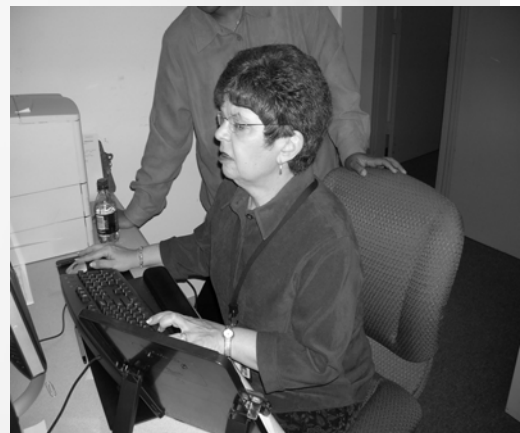
*Objective 4.5 cont.*

## Expand Volunteer Efforts

*Projected Cost & Estimated Personnel: One Volunteer Coordinator Position \$30,0000. Equipment and gas reimbursement \$20,000.*

*Measurability Factors:*

- Number hours worked by volunteers



**Police Volunteer Judy Buyan,  
Retired CIA Employee.  
Volunteers by entering Pawn Slip Data**



**Police Volunteer James Ellis  
Retired D.C. Officer  
Volunteers by setting up MCTs**

## Strategic Plan 2010—Goal 4

# Enhance Police Department Efficiency

### *Objective 4.6*

#### **Southeastern N. C. Airborne Law Enforcement Unit (SABLE)**

**Short-term (1-2 years):** The primary mission of the SABLE Unit is to support and assist emergency services functions, to include uniform and investigative personnel in their efforts to prevent crime, apprehend criminals, and serve the citizens of Southeastern North Carolina.

In September of 2004, research began on the feasibility of an Aviation Unit in our area. The department applied for a helicopter and parts through the Government Military Surplus Program in October 2004. The Federal Government has informed the agency that it is on the top of the list to receive the helicopter in the State of North Carolina. Local Southeastern North Carolina law enforcement agencies have been recruited to partner and help pay for the up-keep and maintenance of this project. This partnership will benefit the entire region, make the program affordable, and relieve the financial burden on one department.

***Implementation:*** Seven agencies have committed to becoming partners. Once notice of the aircraft's assignment has been made, written partnership agreements with fellow agencies will be executed.

***Projected cost & Estimated Personnel:*** Initial Start-up costs \$84,000, hourly cost for participants \$220, hourly cost for non-participants \$388.

#### ***Measurability Factors:***

- Number of air assist calls



## Strategic Plan 2010—Goal 4

# Enhance Police Department Efficiency

### *Objective 4.7*

#### **Accreditation**

**Long-term (3-5 years):** Accreditation would assist the Wilmington Police Department with developing a set of nationally recognized law enforcement standards. Seeking to establish the best professional practices, the standards prescribe "what" agencies should be doing, but not "how" they should be doing it. The decision is left up to the individual agency and its Chief Executive Officer.

The benefits of CALEA Accreditation have long been established:

- Formalize essential management procedures.
- Establish fair and nondiscriminatory personnel practices.
- Improve service delivery.
- Limit liability exposure and strengthen defense against lawsuits.
- Solidify interagency cooperation and coordination.
- Increase accountability throughout the agency.



**Implementation:** Implementation will require assigned personnel to manage the accreditation process.

**Projected cost & Estimated personnel:** Accreditation fee for an agency with 200-999 sworn personnel cost \$13,075, plus an additional \$250 application fee. One civilian position.

#### **Measurability Factors:**

- Number of civil lawsuits filed against the department

## Strategic Plan 2010—Goal 4

### Enhance Police Department Efficiency

#### *Objective 4.8*

#### **Civilianize Crime Scene Investigation Unit**

**Short-term (1-3 years):** Civilianization of Crime Scene Units is a national trend. By placing civilians in these positions previously held by sworn personnel, police departments are now able to place officers back in the community performing law enforcement functions. Civilians can develop the same expertise as sworn technicians with no degradation of services. Police Officers tend to migrate to different positions during the course of their career. Civilians tend to stay in their positions longer, allowing for the development and retention of expertise. Typically, the cost associated with hiring civilians is less than sworn personnel.

***Implementation:*** Implementation is currently under review.

***Projected Cost & Estimated Personnel:*** 5 civilian positions.

#### ***Measurability Factors:***

- **Position retention rates**
- **Salary savings**

## Strategic Plan 2010—Goal 5

### New Facilities

#### *Objective 5.0*

#### **Headquarters Transition**

**Short-term (7-8 months):** Civilian and sworn staff satisfaction with a new facility is affected by the manner in which the transition to occupancy strategy is carried out. Confusion, loss of information and other transitional problems can negatively impact staff morale. A clear and well designed transition to occupancy plan is required. Members of all transition teams need to be detail oriented.

***Implementation:*** Support Services is currently organizing transition teams for the move in the next 7 to 8 months. The following teams will be set-up in order to make the transition smooth:

- ***Move Logistics***– Coordinate and establish detailed inventories of what will and will not be moved.
- ***Orientation & Training***– Preparation for ground-breaking ceremony, official opening. Coordinate employee training and orientation on the new facility. Handle requests from the public, politicians, and media for tours and briefings.
- ***Policies and Procedures***– Identify and respond to possible changes due to new facility rules, layout etc. Usually encompasses department policies dealing with visitors, handling of inmates/suspects, security or maintenance issues, etc.
- ***Testing & Acceptance***- Crucial pre-occupancy testing of all items, such as locks, telephones, electrical outlets, lights, toilets, showers, furniture, panic alarms, cameras, etc. The goal is to discover problems prior to moving and assist with repairs after moving.

***Projected Costs & Estimated Personnel:*** \$23,000 in over-time funding has been requested in the 06-07 budget.

#### ***Measurability Factors:***

- Employee satisfaction

## Strategic Plan 2010—Goal 5

### New Facilities

#### *Objective 5.1*

#### **Police Range**

**Short-term (2-4 years):** The current police range is in need of repair and modernization. A modern range will allow for a proper range/training house, control tower and property fencing. Furthermore, the department can place dirt bunkers, a horse stable and additional K-9 fencing at the same location. The consolidation of these various functions will improve coordination and will reduce long-term stable costs.

***Implementation:*** These improvements are currently undergoing consideration and research.

***Projected Costs & Estimated Personnel:*** \$769,000, currently considering a full-time Range Master position.

#### ***Measurability Factors:***

- Stable leasing costs
- OSHA/EPA compliance
- Number of training sessions conducted

## Strategic Plan 2010—Goal 6

# Decentralized Operations

### *Objective 6.0*

## **Southeast Command**

**Short-term (1-3 years):** Recently, departmental personnel were surveyed regarding the question of decentralization of operations. Seventy percent indicated that the Police Department should decentralize. This benefit would allow the department to tailor operations to meet the needs of residents living in annexed areas.

Officers assigned to the Southeast Command will be engaged in geographic-based policing, which addresses specific problems unique to the designated area.

***Implementation:*** These improvements are currently undergoing consideration and research in the near future. Our Strategic Planning Team has recommended a proposed site located within the southeast section of the City.

***Projected Costs & Estimated Personnel:*** Short-term leasing costs \$84,000 per year. Long-term facility on City Capitol Improvement Plan.

### ***Measurability Factors:***

- Number of citizen visits
- Citizen survey

**Wilmington Police Department**  
**New Headquarters Site**  
*615 Bess Street*  
*Wilmington, North Carolina*

*“Through these doors walk the finest  
police officers in the world.....”*

